

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : James N. Glerum  
Director of Personnel

SUBJECT : Personnel Planning

REFERENCE : Memorandum from Director of Personnel to DDCI  
dated 16 July 1981: Same Subject; FR 1139/4

1. Action Requested: None. This memorandum is for information only.

2. Background: At the 15 April 1981 Executive Committee meeting you decided that the Annual Personnel Plan and Annual Personnel Report had outlived their utility and should be discontinued. You also tasked my Office and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system. The results of our efforts were contained in reference and its attachment, which you approved on 17 July 1981, with the proviso that our actions would be coordinated with the Office of Policy and Planning.

3. Staff Position: My staff has collected, collated, and reviewed numerous suggestions and concerns relating to personnel management in the Agency expressed by yourself and other senior managers. Several of the issues of concern already were under study (for example, the Performance Appraisal System, compensation, Precepts for CIA Personnel Evaluation Boards and Panels, better ways to determine recruitment requirements).

4. There are several other issues, however, that do need current attention and my Office plans to undertake these reviews in the coming months:

- a. Are we attracting and maintaining the critical skills we need?
- b. Why are good employees leaving the Agency?
- c. Refinement of certain facets of the Precepts System.

- d. The value and use of rotational assignments.
- e. The effectiveness of the Agency's Awards System.
- f. Assuring appropriate lateral input from the private sector to the Agency.

We, of course, will continue to be alert to, and seek managers' and employees' input about, Personnel Management issues through our regular contacts, monitoring trends from the personnel data base and through participation in training courses both as briefers and students.

James N. Glerum

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OP/PA&E/PPS,  gsk (30 Dec. 81)

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16 JUL 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : James N. Glerum  
Director of Personnel

SUBJECT : Personnel Planning

REFERENCES : A. Memorandum from D/Pers to DDCI, dtd 4 May 1981,  
Same Subject (ER 81-1139)  
B. Memorandum from DDCI to D/Pers, dtd 12 May 1981,  
Same Subject (ER 81-1139/1)  
C. Memorandum from D/Pers to DDCI, dtd 11 June 1981,  
Same Subject (ER 81-11392/2)  
D. Memorandum from DDCI to D/Pers, dtd 1 July 1981,  
Same Subject (ER 81-1139/3)

1. Action Requested: Paragraph 4 of this memorandum contains a recommendation for your approval.

2. Background: At the 15 April Executive Committee meeting you decided that the Annual Personnel Plan and Annual Personnel Report have outlived their utility and should be discontinued in their present form. You also tasked my Office and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system. At our request (References A and C) you provided additional guidance in References B and D on your approach to personnel planning to meet Agency personnel management goals.

3. Staff Position:

a. Attachment A is a proposal for a personnel planning system developed by my Staff in conjunction with the Executive Committee Staff. The planning system is also presented in schematic format (Attachment B), and there is a devised example (Attachment C) illustrating how the system would operate.

b. The proposed personnel planning system was developed to meet the following criteria:

- ° Define the Agency's broad personnel management goals.

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First that the planning system prev for the Agency  
to acquire and maintain the human resources it needs to perform  
its mission and to provide employees opportunities to realize  
their potential.

- ° Maximum managerial involvement both in issue identifica-  
tion and resolution.

- ° Assessment of issues in order to determine if the issue  
is valid for Agency-wide attention.

- ° Staff studies to flush out the best and most practical  
means to address issues.

- ° Accountability as to the priority of the issue and the  
achievement time frame for resolution.

- ° Providing the option to follow the whole planning cycle  
or to exclude parts of the cycle.

- ° Reviewing attainment levels to reconfirm, add or delete  
areas to be monitored.

c. If you approve this personnel planning system, there are a  
number of issues that I believe need to be addressed. Primary among these  
issues are the following:

- ° Compensation. My Office has prepared a concept paper  
proposing a compensation system different from the General  
Schedule which I believe will increase employee morale and  
place the Agency in a better competitive position to attract  
and retain good people.

- ° Appraisal. There is a need to reexamine our performance  
appraisal system to make it more meaningful and useful.

- ° Mobility and Relocation. The Agency needs to constantly  
examine its policies in order to encourage employees to accept  
field assignments.

4. Recommendation: It is recommended that you approve the personnel  
planning system as detailed in Attachment A.

[Redacted Signature]

James N. Gierum

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Attachments (3)

APPROVED

*Approved as revised to reflect necessary  
coordination with the White House Policy*

[Redacted Signature]

Deputy Director of Central Intelligence

Date

7/17/81

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1 - DDCI w/atts

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## Personnel Planning

### I. Topic

Establish a personnel planning system that will enable the Agency to acquire and maintain the human resources it needs to perform its mission and to provide employees opportunities to realize their potential. The personnel planning system supports the attainment of the Agency's personnel management goals.

### II. Agency's Personnel Management Goals

Within the broad objective of accomplishing its mission and providing job satisfaction for its employees, the specific goals of the Agency's personnel management system are:

1. To recruit within the full meaning of equal employment opportunity policies the best qualified individuals who have demonstrated ability or potential for development to serve present and future personnel requirements.
2. To maintain standards of conduct which expect employees to work to their full ability, to maintain, a spirit of cooperativeness in their work, to be willing to serve the Agency's needs wherever and whenever required, and to adhere to exemplary standards of behavior in their private and official lives.
3. To provide employees with:
  - (a) Opportunities for making the best use of their training and experience.
  - (b) Avenues for employment and advancement on the basis of ability and performance.
  - (c) Equal pay for substantially equal work within prevailing pay systems.
  - (d) An environment in which individual employees receive opportunities and job satisfaction commensurate with their individual skills, abilities and contributions.
4. To operate an Agency-wide evaluation program for determining those employees with the most and least potential and to identify those employees who fail to meet current work requirements or suitability standards and to separate equitably those whose continued employment is not in the national interest.
5. To foster close and open communications between Agency officials and employees.

## Concept

A. Personnel planning system designed to meet the Agency's personnel management goals which involves five distinct phases. These are:

- o issue identification;
- o plan to address;
- o development of specific targets or goals;
- o measuring success; and
- o review.

B. Issue identification is the determination of the basic personnel problems and policy questions that must be faced. This can be accomplished in the following manner.

1. The means of determining the issues can be developed from the following sources:

- o Perceived needs and problems as identified by senior managers, the Interdirectorate Planning Group, employee groups, oversight committee questions, etc. These needs or problems can be analyzed by the Office of Personnel (OP) in consultation with the Office of Policy and Planning (OPP) to determine validity for Agency-wide attention; or, if the impact is restricted to a smaller segment of the Agency and should be addressed by component managers only; or, if there is no issue involved.
- o Conclusions from OP program evaluations that assess Agency-wide programs identifying issues needing attention. Examples are the PAR survey which identifies the need for additional appraisal training on the part of supervisors and the Precepts examination which may conclude that ranking the low three percent of employees is no longer required.
- o Data analysis by OP from the Personnel Data Base can provide indicators of issues needing attention. Areas that can be monitored are occupation mix, personnel flow, performance appraisal ratings, the rate of special recognition afforded superior performers, etc.
- o Analysis by OP of personnel needs derived from the Program Call can provide indicators of issues in the occupation mix and recruitment areas. OP can provide the basic information from which components can indicate their personnel needs on a three-year basis similar to the manner in which they indicate their financial needs. This will afford OP the opportunity to give more effort to recruitment planning.
- o Discussions by OP with selected managers, personnel officers, and OPP to ascertain the importance of and need to examine selected issues.
- o Questionnaires can be prepared by OP that sample the Agency population in order to ascertain what a selected group of employees believes are the major personnel issues facing the Agency. Care would have to be exerted in developing the questionnaire and in selecting the sample in order to avoid false conclusions or expectations.

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o The Office of Equal Employment Opportunity (OEE0)-developed Affirmative Action Plan can be analyzed by OP to determine issues that require senior management attention.

2. The roles and responsibilities in issue identification would be as follows.

o Deputy Directors, other senior managers, the Interdirectorate Planning Group and OP as issue identifiers.

o OP as the administration point to receive issues, collect data from sources such as the Comptroller and the OEE0, perform data analysis and assess the issue prior to an Executive Committee (EXCOM) meeting on the subject.

o Personnel Management Advisory Board (PMAB) as an advisory body to the Director of Personnel on issues.

o EXCOM as an advisory body to the DDCI and to prioritize issues in order of importance and interest.

o DDCI as the approving official for issue studies.

C. Developing the plan to address the issues can be accomplished by OP staff studies. These studies would combine quantitative and qualitative analysis and would present options or recommendations to address the issue. The roles and responsibilities in developing the policy, program or plan would be as follows:

o OP as the developer of the staff studies with input from other sources (such as OF, OPP, etc) as required.

o PMAB as an advisory body to the Director of Personnel on the subject prior to the staff study being submitted for EXCOM/DDCI consideration.

o OPP, as staff support to EXCOM, DCI and the DDCI on staff studies and plans submitted for consideration.

o EXCOM as an advisory body to the DDCI on the staff study options or recommendations.

o The DDCI as the approving authority.

D. In those instances where the development of specific targets or goals are indicated, these can be accomplished by OP's modeling and projection techniques. Some issues may not lend themselves to the development of specific targets but may be more appropriately monitored by such means as program evaluations, surveys or other assessment mechanisms. In all instances, specific follow-up actions would be proposed in the issue staff study. The roles and responsibilities in this phase would be between the Director of Personnel and the Deputy Directors and would be by agreement to the target or follow-up action proposed.



E. Measuring success would be by an evaluation of the progress made in addressing the issue during an agreed time frame. Normally, the time for measuring should be no less than one year. For those areas where targets have been established, OP can provide periodic statistical reporting on attainment level. In other areas, mechanisms such as questionnaires, analysis of why success was either achieved or not achieved will be of key importance. The roles and responsibilities in measuring attainment success would be as follows.

- o OP would provide the tools for measuring success either through statistical reporting or through the conclusions of survey mechanisms.

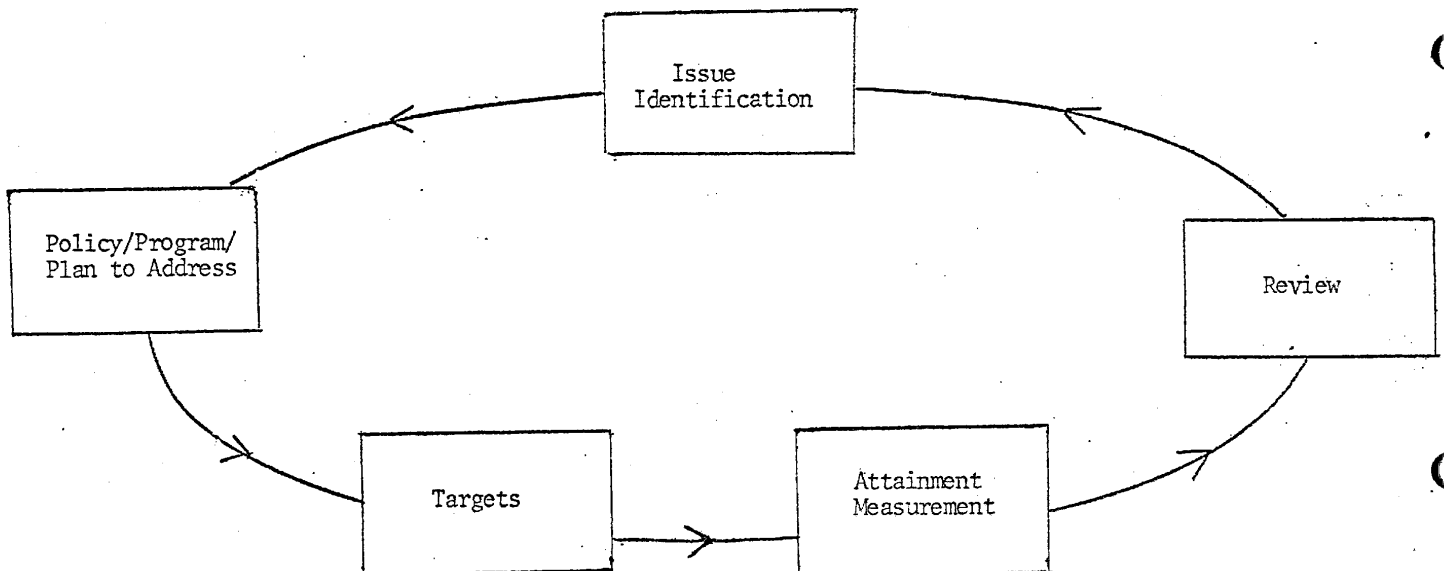
- o The Deputy Directors concerned being more familiar with the factors influencing success would provide the analysis as to why success was either achieved or not achieved.

F. The review by the Deputy Directors and the Director of Personnel would be in the form of recommendations regarding either continued detailed monitoring of the issue involved, changes to the policy, program or plan decided upon earlier so as to better guarantee success, or cease monitoring as the changes decided upon earlier resulted in successful attainment of the goal. The roles and responsibilities in this review phase would be as follows.

- o OP, OPP and the Deputy Directors would provide the recommendations.
- o EXCOM would advise the DDCI on the recommendations.
- o The DDCI would approve the next course of action.

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Personnel Planning Phases



Personnel Planning

Phases	Roles	Means	Time Frame
Issue Identification	DDs and OP - Identifier	Perceived Needs/Problems Senior Managers, etc.	Ongoing
	OP - Admin to collect, analyze and assess	Program Evaluations - OP Conclusions	Ongoing
		Data Analysis - OP Providing Indicators of Problems	Ongoing
	PMAB - Advisory to D/Pers EXCOM - Advisory and Prioritizing Body	Program Call - OP Analysis of Personnel Needs Discussions - OP with Managers/Personnelists	Three years
	DDCI - Approving Authority	Questionnaires - Agency Sample	Ongoing
Plan to Address	OP - Developer PMAB - Advisory EXCOM - Advisory and Prioritizing Body DDCI - Approving Authority	Staff Studies Options Quantitative Qualitative	Action agenda on a prioritized basis
Develop Specific Targets	OP and DDs	Modeling - Projections	Action agenda on a prioritized basis
Measure Success	OP - Measurement Tools DDs - Analysis	OP - Statistical Reporting	Minimum - One year after target development
Review	DDs - Recommendation OP - Recommendation EXCOM - Advisory DDCI - Approval	D/Pers and Career Service Heads Recommendations re: Reconfirmation Additions Deletions	Action agenda

Example (devised)

A. A perception from senior management is that the resignation rate for certain categories of employees has risen. OP from statistical analysis was able to indicate that the resignation rate of personnel in certain occupations has risen during the last two calendar years. EXCOM review of the issues resulted in the DDCI deciding that the resignation rate rise was significant enough to warrant investigation.

B. OP's staff study concluded from data analysis, exit interview reports, job market surveys and research into methods of increasing retention rates that certain means were available to alleviate the problem. These means were discussed at both a meeting of the PMAB and the EXCOM. After consideration, the DDCI approved an action plan and established the goal of reducing the resignation rate during the next 12 months.

C. Modeling and projections indicate that a reasonable target would be to reduce resignations by five percent during the coming calendar year. Periodic reports were provided to component managers and the DDCI.

D. Statistical reporting at the end of one year indicates that the resignation rate was reduced by nearly six percent. Component analysis indicated that all actions taken contributed equally to the increased retention rate.

E. The review recommended that retention rates in these job categories no longer be monitored as closely as in the past year but that an annual statistical summary of retention rates be provided to component managers employing individuals in these job categories. Any deviations from the norm would indicate the need for additional study. The DDCI approved this recommendation.

Subject

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Personnel Planning

FROM:

Deputy Director for Policy,  
Analysis and Evaluation-1006 Ames

EXTENSION

NO.

DATE

30 December 1981

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TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EA/D/OP  
5E58 Hqs.

2.

3. DD/OP

4.

5. D/OP

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15.

Attached for your signature  
is a proposed memorandum to  
the DDCL concerning Personnel  
Planning which you suggested at  
our meeting on the subject.

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